

Report to Overview and Scrutiny Committee

Date of meeting: 24 July 2018



Portfolio: Leader of the Council

Subject: Transformation Programme – Project Dossier

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Recommendations/Decisions Required:

(1) That the updated Project Dossier for the Transformation Programme – Office of the Chief Executive be reviewed.

Reason for Decision:

The Overview and Scrutiny Committee requested the progress of projects and programmes within the Transformation Programme – known as the Project Dossier – be reported to regular meetings of the Committee for review.

Other Options Considered and Rejected:

None.

Report:

Introduction

1. The Corporate Plan provides a framework to demonstrate how the work of the Council fits together at a strategic level. It provides a focus to establish a set of corporate priorities, describing how the organisation will deliver positive change.

2. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. Operational objectives can concern Business As Usual (BAU) or business transformation.

3. Business transformation is delivered through change projects and programmes. A project is a temporary activity to create something unique – a thing, a service or a product – that:

- leads to change;
- has a defined start and end;
- has limited resources;
- has specific objectives; and

- enables benefits to be realised.

5. The Council established its Transformation Programme in early 2016, grouping change projects from the Corporate Plan into four workstreams:

- Customer Experience;
- Business Culture;
- Resources, Accommodation and Technology; and
- Major Projects.

6. A corporate methodology for managing projects was established in June 2016. All projects are registered with the Programme Management Office (PMO), overseen by the Head of Transformation. Projects are managed differently, depending on an assessment of their scale or complexity. This assessment is completed using the Risk Potential Assessment tool (RPA).

<i>RPA</i>	<i>Qualities</i>	<i>Project management</i>	<i>Processes</i>	<i>PMO support</i>
High	Transformative project – requires authority wide co-ordination	Overseen by the Transformation Programme Board	Charter, initiation document and evaluation are required and approved by TPB. Other documents may be required	PMO actively engaged in supporting the project
Medium	Project management best practice	Managed within a single directorate	Charter, PID and evaluation are required and logged with PMO	Support provided by PMO
Low	Minimal need for project management	Managed within a single service area	Charter, PID and evaluation are encouraged	Support available from PMO on request

Project Dossier

7. The Committee are asked to consider and review the list of active High and Medium complexity projects, known formally as the Project Dossier. This is given in Appendix 1. The information, structured by Workstream, includes:

- Workstream;
- Project reference number and title;
- Current project lifecycle stage, i.e.
 - Discovery (chartered),
 - Initiation (Project Initiation Document, PID / Programme Definition Document, PDD),
 - Prototype (design service),
 - Implementation (transformation),
 - Closure;
- Risk Potential Assessment (RPA), i.e.
 - Medium or
 - High complexity;
- Start and due dates;

- RAG = Current project status as Red, Amber, Green (RAG);
- Select Committee for scrutiny, i.e.
 - O&S – Overview & Scrutiny,
 - CSC – Communities,
 - GSC – Governance,
 - NSC – Neighbourhoods,
 - RSC – Resources,
- Level of completion (as percentage); and
- Project Sponsor and Project Manager.

Resource Implications:

None.

Legal and Governance Implications:

There are no governance implications from this report.

Safer, Cleaner and Greener Implications:

There are no Safer, Cleaner or Greener implications.

Consultation Undertaken:

No formal consultation was undertaken in the preparation of this report.

Background Papers:

Regular Transformation Programme Highlight Reports to the Cabinet.

Risk Management:

There are no Risk Management implications.

Equality:

There are no Equality Impact implications.

Project Dossier – Office of the Chief Executive





Appendix 1

Key:

- Current project lifecycle stage, i.e. Discovery (chartered), Initiation (Project Initiation Document, PID / Programme Definition Document, PDD), Prototype (design service), Implementation (transformation), Closure.
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- Risk Potential Assessment (RPA), i.e. Medium or High complexity.
- RAG = Current project status as Red, Amber, Green (RAG).
- Select Committee for scrutiny, i.e. O&S – Overview & Scrutiny, CSC – Communities, GSC – Governance, NSC – Neighbourhoods, RSC – Resources.

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Workstream 1 Customer Experience

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
P001 Customer Service Programme	Implement	High	01-Apr-2016	31-Mar-2019		48%	O&S	Head of Customer Service (XEX04)	
P145 Customer Reception	Prototype	High	01-Apr-2016	31-Mar-2019		5%	O&S	Head of Customer Service (XEX04)	
P146 Corporate Customer Team	Prototype	High	01-May-2016	31-Mar-2019		68%	O&S	Head of Customer Service (XEX04)	
P147 Systems and Digital Development	Prototype	High	01-Jun-2016	31-Mar-2019		72%	O&S	Assistant Director - Revenues (RRE01) .	

Workstream 2 Business Culture

Code & Title	Stage	RPA	Start date	Due date	RAG	Progress	Scrutiny	Manager	Latest note
P124 Corporate and Business Planning	Implement	High	01-May-2016	31-Jul-2018		95%	O&S	Head of Transformation	